Critical Capabilities for CRM Lead Management

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Most companies fail to optimally digitize their lead management practices. For many companies, this results in losing the ability to build better engagement with prospects early on. Application leaders should use this document to introduce new lead management capabilities.

Key Findings

■ Lead management systems are increasing in variety, making selection trickier. They can support many use cases that cover everything from lightweight to very sophisticated processes, and can meet the requirements of midsize through to large organizations.

■ Marketing teams need applications that quickly identify prospect behavior, and artificial intelligence capabilities are improving predictive analytics, enabling CRM lead management applications to offer this speed.

■ Organizations with indirect sales channels are collecting, augmenting, nurturing and qualifying leads for their sales partners.

Recommendations

Application leaders supporting lead management projects as part of their CRM sales technology strategies should:

■ Take more care when choosing a CRM lead management vendor than in the past by assessing their ability to specifically support a B2B, B2C or indirect/B2B2C sales model. Avoid selecting a product that has either too little or too much functionality.

■ Prioritize CRM lead management by choosing vendors that offer AI analytical capabilities such as lead scoring and reporting for deeper lead insights.

■ Create a shortlist of shortlisted CRM lead management vendors by selecting those that demonstrate strength in lead augmentation and deduplication if you are looking to collect, augment, nurture and qualify leads for your sales partners.
What You Need to Know

Customer acquisition remains a top priority for chief marketing officers (CMOs), chief strategy officers (CSOs) and application leaders supporting CRM technologies. Redirecting the marketing budget to lead generation to support sales looks like the obvious way to invest. But a higher volume of leads is diluted if effective lead management processes and metrics are not in place. A higher volume of leads does not always correlate to a higher volume of sales and greater revenue growth. Even though the lead management process in many organizations is initiated, paid for and monitored by the marketing team, it usually needs a seamless orchestration with several CRM applications and technologies used by sales and sales partners. It is this orchestration that creates the quality leads that deliver the desired revenue growth.

Quantifiable improvements in lead management will help to show direct, and causal, links between marketing efforts and sales revenue, and will bolster marketing’s credibility.

Organizations that can quantify their value-add by correlating lead generation and lead management investment to customer contracts and revenue will be given the budget to expand their marketing and sales programs. Higher lead conversion rates from improvements in lead management processes may even generate enough incremental revenue to make those improvements self-funding. Organizations that are not able to point to quantifiable links between lead management programs and revenue will find their technology budgets flat or even facing cuts.

This Critical Capabilities research is a companion to the 2020 “Magic Quadrant for CRM Lead Management,” which revealed the following trends shaping the evolution of this technology:

- **Rising use of web-based data to personalize B2B experiences**: The more that web-based data is used to personalize the B2C shopping market, the more the technology and concepts influence the B2B market. Consumers have become accustomed to seeing their browsing data used by vendors to create a customized online sales experience. Now it has become more commonplace that companies use their B2B customers’ web-based data to tailor sales experiences too.

- **Demand for account-based marketing (ABM)**: B2B buyers are placing more emphasis on ABM, which involves evaluating leads, such as making scoring and workflow decisions at an account level instead of an individual level. This is often a critical component of lead management within B2B environments, but not as compelling in a B2C environment. It is an important development because it represents a new method of lead acquisition and lead segmentation — using firmographic and technographic datasets — not previously available from lead management vendors.

- **More CRM suites come with lead management functionality**: There is a shift toward buying lead management functionality as part of a larger CRM or marketing solution. For example, Creatio, CRMNEXT, Freshworks, HubSpot, Microsoft, Oracle, Pega, Salesforce, SAP, SugarCRM and Zoho have all invested in lead management functionality as part of their CRM offerings. Best-of-breed vendors such as Acoustic, Act-On, Adobe and Resulticks all offer lead
management applications that are sold separately, but come with a robust set of CRM integration possibilities.

- **More embedded AI/advanced analytics for lead scoring:** Both vendors and buyers are seeking AI technologies to facilitate better lead management processes. While well known, lead management use cases for AI are only now becoming available in many applications, such as for lead scoring.

- **Renewed interest in scalable data ingestion/storage:** Vendors have recently placed a renewed emphasis on how scalable their architectures are for the data ingestion and storage capabilities that allow them to consume the massive amount of data generated during lead management processes. This is commonly web session data, which is being used more frequently in the lead management process. But these capabilities are also important for the ingestion of other data such as from the Internet of Things (IoT), such as sensors embedded in products.

- **Increased interest in sales acceleration solutions:** These tools are used by sales development representatives (SDRs) for outbound marketing to prospects. Sales acceleration tools improve the productivity of SDRs by automating the engagement across email, voice and social channels. They also provide marketing scripts and email templates to ensure that SDRs are saying the right things, in the right order or cadence. Although these tools are not yet available from lead management vendors, Gartner expects that they will be soon.

Application leaders should use this research to find the most applicable use cases that they anticipate their organization will seek to deploy, and to determine the capabilities of representative vendors. For each use case, the 15 vendors are compared based on their ability to deliver the eight capabilities that Gartner sees as most important in each of three use cases:

- B2B sales processes
- B2C sales processes
- Indirect sales models/relationship sales processes

More than one of these use cases may be applicable to your organization, or you may be planning to implement one in the short term but support others in the long term. If so, it will be necessary to examine multiple use cases to see which vendors do well on all of those that are applicable. Please also see Note 1, which provides details on lead management for B2B, but also B2C use cases.
## Analysis

### Critical Capabilities Use-Case Graphics

**Figure 1. Vendors’ Product Scores for B2B Sales Use Case**

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<th>Product or Service</th>
<th>Score</th>
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As of 29 July 2020

Source: Gartner (August 2020)
### Figure 2. Vendors' Product Scores for B2C Sales Use Case

Product or Service Scores for B2C Sales

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As of 29 July 2020

Source: Gartner (August 2020)
Figure 3. Vendors' Product Scores for Indirect Relationship Sales Use Case

Product or Service Scores for Indirect Relationship Sales

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<td>Microsoft</td>
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</table>

As of 29 July 2020

Source: Gartner (August 2020)

Vendors

**Acoustic**

Acoustic Campaign (the product evaluated here) offers extensive multichannel lead management orchestration capabilities, including email marketing, websites, social, direct mail, print on demand and e-commerce sites natively. Real-time behavior can be tracked, enabling marketers to build workflows that lead to next best actions, with an unlimited number of decision points and branches. Acoustic Exchange, its partner ecosystem, includes over 200 partner organizations with all data
coming back into Acoustic Campaign. It allows for integrations to support highly granular event triggers, including video engagement depth and weather data. Personalized multichannel actions can be triggered based on this data. In addition, the company offers multiple data centers around the world to comply with local and regional data residency requirements. Out-of-the-box and custom reporting is comprehensive. Its AI-powered marketing assistant supports voice-related inquiries and reading report data to the user on mobile devices. Acoustic was acquired by Centerbridge Partners in mid-2019, and has focused on internal initiatives and business transformation efforts since the last iteration of this research.

Gartner notes that customers use Acoustic to support mostly B2C use cases (only 15% of customers use Acoustic for B2B use cases). Acoustic serves enterprise marketers across a range of industries, showing expertise in the financial services/insurance, retail, telecommunications and transportation verticals. In addition to native support for a range of execution channels — including mobile push, social advertising, call centers and direct mail — Acoustic offers out-of-the-box image recognition and tagging capabilities.

Due to the growth of ABM programs in a B2B marketing environment, Acoustic is not ideal for marketers seeking capabilities to support B2B or B2B2C use cases. It’s currently unable to support basic ABM capabilities and it is not, actively engaged in partnerships with ABM providers. In addition, predictive lead scoring requires a third-party solution, thus limiting support for B2B use cases. Gartner has not spoken to any customer that is using Acoustic for B2B marketing use cases.

**Note:** Acoustic did not respond to requests for supplemental information, or for a review of the draft contents of this research. Therefore, Gartner analysis is based on other credible and accepted public sources.

**Act-On**

Act-On offers capabilities to satisfy all three of our use cases. The Act-On platform is a multitenant SaaS offering designed to be used in conjunction with third-party sales force automation systems. The platform is aimed at SMBs and provides an attractive and easy-to-learn user interface. It provides good integration with multiple CRM products as well as event management tools. This strategy allows Act-on to focus its efforts on its core marketing automation capabilities.

Act-On released its Adaptive Marketing Platform in 2019, which integrates AI into many aspects of the marketing process, from audience selection to send-time optimization. Earlier this year, Act-On developed a new go-to-market strategy and transformed the business by focusing on customer engagement programs through Act-On’s Growth Marketing Platform. This supports customers in building smart lifetime customer marketing strategies. Its unified platform comes with global customer services, driven by only human interactions. Act-On continues to use a vertical market focus to differentiate itself and further meet the needs of its clients. Its pricing scheme, which is based on active contacts, offers a unique perspective and often works out to be competitively priced. This is very attractive for customers with a large contact database, but with lesser amounts of active contact data points within the overall database.
The majority (75%) of Act-On customers have a B2B use case with midsize contact databases (25,000 to 1 million contacts). Indirect (B2B2C) use cases make up just 10% of Act-On’s customer base, with the remaining 15% being B2C. Although it may lack certain more advanced functionalities, for SMBs with a B2B focus, it provides functionality for the most common needs packaged in an attractive UI. Some customer references said the product’s functionality well-matched with its price.

Note: Act-On did not respond to requests for supplemental information, or for a review of the draft contents of this research. Therefore, Gartner analysis is based on other credible and accepted public sources.

Adobe

Adobe’s Marketo Engage solution encompasses multichannel lead management and account-based marketing, featuring an expanding set of AI-enabled capabilities that support content selection, personalization and next best action recommendations. The solution also offers sophisticated marketing analytics and attribution modeling through its Bizible application, which is included in the top-tier package, and available as an add-on in other tiers. Marketo Engage is part of Adobe’s larger Adobe Experience Cloud, and a significant product focus has been connecting Marketo Engage to other Adobe applications, starting with the ability to share audiences across Adobe Audience Manager, Adobe Target, Adobe Experience Manager (AEM) and Adobe Advertising Cloud.

An integration with AEM Assets enables Marketo Engage users to enrich multichannel lead management campaigns with relevant brand assets such as images and video. Adobe has refashioned Marketo Engage’s ABM functionality with an emphasis on “account-based experiences” that incorporate improved account discovery, segmentation (using Bizible to understand key account attributes and performance) and targeting. Marketo Engage’s integration catalog, Marketo LaunchPoint, further extends the platform’s native capabilities. This includes extensive partnerships that support ABM capabilities, such as chatbots (via an integration with Drift), account profiling (via a white-label partnership with Mintigo) and native integrations with Facebook, Google and LinkedIn for retargeting audiences with paid media.

Adobe positions Marketo Engage to primarily support B2B marketing scenarios, and B2B is the company’s highest-scoring use case, and the one for which most Gartner clients select Marketo Engage. Adobe recently completed a rearchitecting of the Marketo Engage platform to facilitate growth and scale for large enterprise customers, including increased email throughput. Features such as workspaces and partitions enable marketers to create subsets of end users, lead contacts and even marketing activities, supporting the needs of complex organizations with distributed marketing and sales functions. Approximately, one-quarter of Marketo Engage customers are in high-consideration B2C categories such as banking, education and healthcare. Outside of scenarios where marketers need to support a sales organization, Adobe positions its Campaign application to serve the needs of B2C marketers, making B2C less of a priority overall for Marketo Engage. But, it does possess relevant capabilities (such as support for mobile push and in-app messages, SMS, social selling functionality and integration with LiveRamp for activating audiences across demand-side platforms and data management platforms) that make it suitable for B2C use.
cases. Marketo Engage’s support for B2B lead management and B2C use cases also make the platform suitable for B2B2C scenarios.

Creatio

Creatio sells its Marketing Creatio product to midsize and large enterprises directly, and to small businesses via channel partners. In addition, the majority of its implementations are delivered via partners. Fifty-eight percent of Creatio’s customer base is in Europe and almost 20% of its customers are based in Northern America. Customers will find that, while a strong player in this market, Creatio lacks awareness outside of Western Europe. However, Creatio has the highest customer retention rate of all of the vendors profiled in this research.

Creatio supports the B2B use case and has advanced capabilities with improvements to its account-based marketing support, including audience creation using intent, engagement and CRM data. Marketers are able to build account-level customer journeys within the product. Creatio’s predictive and machine learning capabilities can be used across custom objects and fields to enable marketers to combine manual and automated lead scoring models. Its reporting capabilities stand out, due to its low-code model that provides a marketing-friendly UI and ease of use without sacrificing the ability to build sophisticated custom reports and dashboards. Out of the box, it offers account-level dashboards that include customer satisfaction and retention rates in addition to engagement data. Current integrations with social media providers are limited to communication with contacts. Creatio doesn’t offer ad tracking, content sharing or enrichment via social media channels.

Creatio also supports the B2C use case. It offers capabilities to support digital commerce, such as product catalog, quote and order management as well as order fulfillment and returns and exchanges. Marketers have the ability to provide customers with a sophisticated preference center to ensure compliance with privacy regulations. However, many lead-management channel capabilities are offered via third parties, such as e-commerce sites, direct mail marketing management, microsite, landing page and website support. In addition, most of its customers have under 1 million leads. Therefore, it’s less suitable for B2C marketers seeking sophisticated multichannel marketing support for a high volume of leads. It also supports the B2B2C use case through its Partner Portal, which offers partner relationship management capabilities such as bidirectional lead registration, distribution and tracking.

CRMNEXT

CRMNEXT provides deep functionality to cover all typical CRM processes, particularly in B2C scenarios, and in specific industries such as finance and banking. CRMNEXT provides all of the critical capabilities such as lead augmentation, scoring, workflow and lead routing. Its capabilities extend beyond CRM into core banking processes, and it provides strong integration with typical systems found in these organizations’ back-office applications through its Autonama Integration Engine. CRMNEXT has a strong track record in APAC and is slowly making inroads and building up its team and go-to-market operations in North America; however, Europe is not covered.
CRMNEXT provides strong workflow, nurturing and scoring capabilities. It delivered an extensive list of upgrades in the last year and has more in its forthcoming roadmap, although few of these are directly relevant to lead management. In response to considerations about ease of use and complexity, the company has redesigned some of its UI. Most relevant perhaps is its master data management capabilities that now allow users to manage business-critical data through a secure and intuitive interface.

CRMNEXT’s strength is in the large-scale enterprise B2C use case, but it does have the capability for B2B (approximately 25% of its customers) or a mix of use cases. Its functionality can also be used for ABM applications, but lacks some of the packaged capabilities delivered by other vendors included here. CRMNEXT provides lead scores, but no account scores, and doesn’t have specific ABM aggregated metrics embedded. The multichannel campaign designer is also suitable for an indirect B2B2C use case. However, most of CRMNEXT’s customers are in the financial services industry and have the B2C use case. CRMNEXT’s mobile app includes geotagging for following up on leads, which is important when the closest member of a remote sales teams is assigned a lead.

In the financial services segment, the requirement for an on-premises solution is often important and the majority of CRMNEXT customers use this deployment option, although CRMNEXT is also available in public or private cloud deployment options.

Freshworks

This is the first time Freshworks (and its CRM product Freshsales) have been included in this Magic Quadrant. The core strength of Freshsales is to provide a simple and effective lead management solution to midsize customers that want something quick to learn and easy to use, and supporting the relatively straightforward nature of their business requirements. Most of its customers (63%) are using Freshworks for managing leads of about 1,000 contact data points, and about 22% of its customers are maintaining a contact database of up to 5,000 contact data points. Compared to other vendors of this Magic Quadrant, Freshworks is used to manage smaller lead databases. Freshsales is part of a suite of CRM products from Freshworks that provides a broad range of functions including multichannel marketing and service. Freshsales comes packaged as part of the Freshsales 360 bundle, which also includes Freshmarketer.

Freshworks plans to introduce lead scoring based on AI/machine learning (ML) as well as lead assignment based on score/threshold. It is also planning integration with videoconferencing providers such as Zoom and adding data enrichment source Zoominfo. Although Freshworks can operate with both B2B and B2C use cases, it used predominantly in the B2B use cases with an inside sales model to follow up leads.

Freshworks lacks some functionality when compared to other vendors included here. In particular, it falls behind in the areas of data management and aggregation capabilities and lead scoring due to a lack of AI and sophistication. Furthermore, its lead nurturing is limited by the range of channels it supports. Freshworks relies on third-party providers for building landing pages. It currently has no native support for social sites such as Facebook and LinkedIn. Freshworks comes with an intuitive UI and is simple and easy to use, making it suitable for organizations with small marketing teams and those who do not want to depend on external consultants.
HubSpot

HubSpot’s SaaS-based platform includes a marketing automation module, a sales hub, a service hub and free-to-use CRM. The CRM component serves as the foundation of the HubSpot growth platform. It comes with contact management, reporting, analytics and prospect management. HubSpot also offers a stand-alone CMS (CMS Hub) that helps businesses host their websites and accompanying digital assets. HubSpot supports a vast library of self-guided educational and best practice content. Its pricing scheme aligns to the company’s core audience of small and midsize B2B organizations. HubSpot shows a high number of overall deployments among the providers in this Magic Quadrant, and continues to add customers at a rapid pace. Gartner Peer Insights users have noted a favorable balance between the platform’s functionality, flexibility and extensibility, citing a positive overall experience with HubSpot.

HubSpot offers different ways for marketers to aggregate leads, including automatically via email as well as manually via embedded website forms or live chat. Users can import a single file or multiple files that will sync different fields to the appropriate objects within the HubSpot platform. Account deduplication is now supported.

HubSpot acquired PieSync in November 2019 to facilitate synchronization of data from HubSpot to external systems. The company has also focused on bolstering its ABM functionality, particularly around reporting, an area where reference customers noted challenges. HubSpot offers three main dashboards, each oriented to different roles (marketing, sales and marketing operations). A report library of target accounts can be created and monitored on a custom dashboard. Overall, HubSpot’s native ABM capabilities are improved but still lag those of other vendors included here, particularly in terms of native integrations with third-party ABM data providers and tools.

HubSpot excels at the B2B use case, which account for more than three-quarters of customer implementations. HubSpot’s integrated tools help marketers generate traffic and nurture prospects to become sales-ready leads with content creation, blogging, search engine optimization, and social media publishing and monitoring tools. It offers a range of out-of-the-box lead journey templates designed to accelerate time to value. Predictive lead scoring can help to determine a contact or account’s likelihood to close using ML-based models. The platform’s six out-of-the-box attribution models, including multitouch attribution, come with an explainer function to help teams ramp up on attribution modeling. HubSpot also supports B2C scenarios with email marketing featuring a range of starter templates, a native Shopify integration for digital commerce merchants, and native product objects and reporting.

Most Gartner clients use HubSpot to support B2B marketing scenarios. HubSpot lacks specific capabilities to support indirect sales processes, making it less suitable for that use case than other vendors in this research.

Microsoft

Microsoft appears in this body of research for the first time in 2020. Its lead management offering includes Microsoft Dynamics 365 Marketing, which provides marketing automation, Microsoft Dynamics 365 Sales, the company’s sales force automation solution, and Microsoft Dynamics 365 Customer Insights, the vendor’s recently launched customer data platform.
These three products work on a common platform to align marketing and sales with unified data and connected business processes. AI-powered predictive insights infuse various aspects of the products, including predictive lead scoring, which works alongside rule-based models. There is also predictive send-time optimization to maximize delivery of email marketing campaigns. The Dynamics 365 Marketing product supports lead databases of up to 5 million contacts, and email send volumes of more than a million per day. Microsoft has plans to expand the scalability and throughput of these products.

Microsoft’s core strength lies in supporting the B2B use case. Dynamics 365 Marketing offers robust lead aggregation and consent management capabilities, including five levels of out-of-the-box consent. In addition, it has double opt-in functionality for email marketing, plus consent-gathering templates for email and landing pages. All customer consent interactions are available in the contact record timeline through a visualization that displays each consent interaction. The lead scoring functionality enables users to run any number of scoring models separately but simultaneously. In each lead record, they can see the score based on each model. However, the platform’s capabilities are not uniform in their maturity. Standard segments and lead nurturing journeys can be created within Dynamics 365 Marketing, but more advanced scenarios — such as AI-powered, multidata source segments or customization of the lead process — require users to navigate to different areas of the platform. These include the Power Automate workflow process builder, which features substantially different UI mechanics and interaction elements.

Dynamics 365 Marketing offers fewer out-of-the-box reports than other applications evaluated in this research. More sophisticated marketing reporting is available in Microsoft PowerBI, and sales reporting can be found in the Dynamics 365 Sales dashboard.

Dynamics 365 Marketing is also suitable for B2C scenarios. The Dynamics 365 Customer Insights customer data platform helps marketers cleanse and enrich data with a range of first-party and third-party sources, and reconciles those sources to a unified customer profile for activation. Microsoft plans to add functionality to its CDP in 2020, including new out-of-the-box predictive insights such as customer lifetime value, product recommendations and segmentation enhancements to demonstrate areas of customer overlap and potential churn. The Dynamics 365 Customer Insights CDP has a more marketer-friendly interface than other parts of the Microsoft platform. Microsoft relies on partnerships with Impartner and WorkSpan to support the indirect sales use case.

**Oracle**

Oracle’s Eloqua marketing module provides broad and deep functionality for lead management and is part of a broader CX Suite covering sales, marketing, service and commerce. Oracle is one of the few vendors featured here that has both deep marketing and CX/CRM functionality. Oracle also provides other applications such as those for back office as well as database, platform and infrastructure including hardware. Oracle was rated high in all critical capabilities, and is suited best for B2B sales workflows. Oracle offers data aggregation and segmentation for audience selection natively. It also integrates DataFox as part of the Oracle Data Cloud (data as a service component). This functionality makes it more suitable for ABM applications.
Oracle Eloqua provides strong lead workflow and nurturing capabilities. Oracle recently delivered new functions within its lead management offering including email send-time optimization, and monitoring of real-time event streams — enabling real time marketing. Oracle Eloqua’s Program Canvas allows marketers to create lead management and other data management workflows within the same familiar UI as the Campaign Canvas for marketing communication workflows. The Program Canvas includes event listeners that respond to changes in contact data, custom data, campaign activities and lead scores. Oracle’s Adaptive Intelligence is not part of Eloqua and some of its own native AI functionality is used. AI-driven lead scoring is not enabled, though there are strong rule-based options available. New features this year included deeper integration with Oracle CX Sales and expanded support of indirect partner channels.

Oracle Eloqua is predominantly used for B2B and considered purchase use cases but has the ability to handle large datasets common in B2C. However, Oracle has a separate line within its marketing cloud products aimed at B2C focusing on Responsys, which is not part of this analysis.

Oracle Eloqua scored strongly in B2B ABM use cases due to its DataFox integration, audience management and workflow abilities. Oracle has also invested heavily in vertical market solutions for many years, with market segments including manufacturing, automotive, banking, communications and retail among others.

Pega

Pega offers CRM lead management capabilities through its Pega Infinity product. It is built on a multiexperience development platform that includes offline and cross-platform support, responsive and progressive design features, and full support for iOS and Android mobile apps.

While the default is cloud deployment, Pega also supports the ability to choose and move between on-premises, cloud, multicloud and hybrid deployment options with options from AWS, Microsoft Azure, Pivotal and Google Cloud. The vendor provides deep industry expertise in the insurance, government, communications, healthcare and financial services sectors. Additional product lines support marketing, sales, field service, intelligent automation (including BPM, RPA, LCAP, MXDP) and industry solutions. The Pega Marketing product is mostly in service for large, complex indirect/B2B2C use cases, along with several others operating it under a B2C sales model.

Pega Infinity comes with robust lead aggregation, augmentation and deduplication functions. This set of features is highly appreciated by customers operating the indirect sales/B2B2C use case. Its chatbot functions are provided out of the box and are able to “prescreen” prospects, and schedule follow-up activities with those prospects.

Pega Infinity is solid when dealing with privacy regulations. It collects consent agreements and communication preferences, and provides easy, self-service access to these details, both internally and externally.

Pega might not be as suited for customers with simple lead management workflows, but also performs solidly in B2C use cases. Most customers choose Pega for its deep understanding of complex indirect sales/B2B2C use cases. In many cases, Pega Marketing is used to further support
B2B use cases. Pega is well suited for customers that need complex lead routing. In particular, it scored very well for setting lead routing rules, and comes with built-in settings for allocating leads to sales teams based on skills, availability and geography.

Pega scored lower for its lead journey design and ABM capabilities. In particular its support for ABM activation and selection of multiple channels are not provided out of the box. Its UX for managing individual triggers, such as if a lead arrives at a landing page, and the associated activities, are more complex to design than compared to some of the other vendors evaluated here. Pega strongly supports the alignment of marketing and sales teams at its customers by providing prepackaged AI model to ensure next best recommendations.

Even though Pega is not yet recognized as a strong marketing automation player in the CRM market, its abilities are increasingly attractive as it focuses on providing automation features across marketing and sales teams.

Resulticks

Resulticks appears in this research for the first time in 2020. Its rCloud solution (formerly mCloud) features a comprehensive master data management module, an integrated customer data platform, and an array of multichannel lead management functionality that enables marketing users to build real-time campaigns with target accounts and contacts. The rCloud platform also provides an AI-driven journey flow and content recommendations based on selected audience attributes. The company plans to expand this functionality in 2020, along with enhanced integrations with sales force automation systems that will continuously synchronize lead profiles. Resulticks has an established track record working with large enterprises — the majority of its customers are complex organizations with lead databases of upward of 1 million contacts. This positions Resulticks well to support customer data unification and management at scale.

Lead augmentation and deduplication are platform strengths. The company’s innovative Smart Duo tracking mechanism enables tracking across all addressable touchpoints, helping marketers distinguish between anonymous prospects and known leads, and facilitating identity resolution and profile matching. There is robust lead scoring functionality, incorporating persona, industry and profile data, campaign responses and the categories against which a particular lead is categorized. rCloud’s lead journey design capabilities are intuitive and support sophisticated audience selection and targeting options. These include dynamic lists that are updated in real time based on user-selected conditions, such as product ownership or specific lead actions. Target lists offer a waterfall flow that narrows the total audience based on selected attributes. The platform’s AI shows projected reach, engagement and conversion rates on these target lists.

B2C is Resulticks’ strongest use case and accounts for a large number of rCloud implementations. Based on its experience working with complex global organizations, Resulticks may be suitable for indirect sales scenarios by extending its ability to support multiple business units to resellers. In this scenario, each reseller can have its own partitioned account structure within rCloud to manage leads, processes and campaigns. Whereas Resulticks’ lead augmentation, scoring, nurturing and workflow capabilities are sufficiently robust to support lead management and ABM requirements for B2B organizations, rCloud lacks certain native functions that enable marketing and sales collaboration. For example, matching leads to an account or routing leads to salespeople based on
criteria such as geography, sales skill or capacity or round-robin methodologies is not done directly in rCloud. Instead, this process relies on pushing data back to an integrated sales force automation system, making for workflows that are less automated than many other providers evaluated in this research. This constraint similarly applies to reports generated for salespeople.

Salesforce

Salesforce Pardot moved into the company’s Marketing Cloud application suite earlier in 2020, and focuses on aligning marketing and sales teams through support for personalized lead management, ABM and multichannel engagement. Pardot can leverage other Marketing Cloud components — such as Advertising Studio and Social Studio — to activate advertising and social channels, respectively, and Interaction Studio for real-time personalization across the customer life cycle. Pardot Einstein’s predictive models support various platform functions, powering lead and behavioral scoring as well as delivering real-time engagement insights to help marketing and sales departments to optimize campaigns.

In 2020, Salesforce added Einstein Attribution, a machine-learning-based model that helps marketers to more easily weigh the contribution of different campaign touchpoints and allocate resources accordingly.

Salesforce customers use Pardot in B2B scenarios, making the B2B use case the platform’s strongest. Salesforce Pardot comes with Engagement Studio, a lead journey design and automation solution, with an intuitive UI that enables easy creation of customer communications workflows. AI-driven insights can help marketers make dynamic changes to in-progress journeys. Pardot’s ABM functionality is more robust than in last year’s evaluation, reflecting the advancing impact of Einstein across the platform. For example, Einstein Behavior Scoring and Einstein Lead Scoring can be used to identify in-market accounts and prospects. Einstein Campaign insights help to identify emerging account segments across marketing efforts. Einstein Discovery offers predictive insights on reach over time and total account value. Pardot’s lead aggregation functionality offers marketers many options to add leads and accounts to the system. Deduplication is performed on upload using out-of-the-box or user-customized matching rules. Marketers can use Salesforce’s AppExchange partner integration catalog to access third-party data sources to augment lead and account information. Pardot’s reporting and dashboarding capabilities are also improved relative to last year, and marketers adopting the Salesforce Lightning platform have access to enhanced campaign and engagement history analytics, reporting and dashboards.

Salesforce added deeper campaign intelligence and account-based predictions to its analytics platform in its July 2020 product release, after the cut-off date for this note. These enhancements will bring a connected predictive analytics experience across marketing, sales and service and more advanced multitouch attribution capabilities. Salesforce addresses B2C marketers through its broader Marketing Cloud application. It is not uncommon for Gartner clients with B2C and B2B scenarios to have instances of both Salesforce Pardot and Salesforce Marketing Cloud within their organizations.
SAP

SAP Marketing Cloud (version 2005) is part of the SAP Customer Experience portfolio. Further products of the SAP Customer Experience portfolio include the company’s SAP Sales Cloud, SAP Service Cloud, SAP Commerce Cloud and SAP Customer Data Cloud products. In addition to standard native integration, the product line can be delivered with APIs and connectors to key SAP products. These include ERP and other CRM applications and components, such as those for sales, commerce and customer service. SAP is focusing on delivering a single view of the customer by providing insights at all stages from anonymity to prospect to customer. It also provides guidance and consulting for closing the gap between marketing and sales to foster resource-motivated customer engagement.

SAP manages all three use cases well, but scored higher for its ability to service B2B use cases. In long, complex sales cycles, SAP’s provided profiles for both the contact and the account level are a core differentiator for B2B sales organizations. SAP also demonstrates solid scoring abilities and delivers different scoring models based on a number of industries out of the box. It can also adjust its scoring models based on any parameter or grouping option, and is able to import third-party scoring models.

SAP provides a good set of ABM capabilities, but falls short on ABM-specific metrics such as account-level scores or aggregated ABM scores.

The abilities delivered by SAP to satisfy the B2C sales use cases come with higher scores for its capabilities for lead aggregation. In particular for adding leads and for removing duplicates. The latter can be set as an application job, which includes the process for matching and merging leads, to be run periodically, at set times. Its multichannel capabilities are noteworthy as they come with settings for campaign details, providing smart insights such as which channel is the best fit for the lead.

SAP’s lead aggregation, analytics and measurements, and its integration abilities make it a good fit for the B2B2C use case. But it doesn’t come with a dedicated product for the indirect sales model. Customers need to choose the supporting solutions that best fit their particular sale model, including B2B2C.

SAP scored lower for its ability to setting up workflows for allocating leads to sales teams, and in particular for allocating leads to particular sales reps based on their skills and capacity. Furthermore, SAP received lower scores for its lead attribution for multitouch. SAP Marketing Cloud is primarily relevant for B2B and B2C use cases, and for organizations with an existing SAP technology footprint (such as SAP ERP). The vendor stands out with broad and deep vertical capabilities in industries such as retail, energy and utilities, and manufacturing.

SugarCRM

Sugar CRM’s Sugar Market product includes lead aggregation, multichannel lead management, lead process management, lead nurturing, lead scoring/qualification, analytics and measurement at a single price point based on the number of contacts in the database. This includes unlimited users, email sends and API calls, in addition to unlimited, phone, chat and email support.
Gartner Peer Insights users appreciate the ease of deployment and integration, along with the overall experience. The company’s primary focus is on supporting SMBs and midsize organizations.

Sugar Market primarily supports the B2B use case. It provides unlimited lead scoring models and enables marketers to use multiple models simultaneously, including temporary models. Marketers running multiple models will see each score on the lead record independently. Sugar Discover, the company’s data discovery solution, allows marketers to combine predictive and traditional scoring for lead and opportunity predictive scoring. The platform is offered in more languages than many of the other vendors in this research. Of note, Sugar Market is one of the few products that offers integrations to virtual event meeting providers to enable marketers to execute on large-scale virtual events and capture event behavior data.

Support for ABM is limited, requiring manual intervention to visualize the account experience. Marketers seeking to evolve ABM maturity will have access to an extensive number of integrations (via third parties) to ABM platform vendors to execute on these efforts. Marketers can use the vendor’s contact intelligence tool Sugar Hint to enrich data, but this doesn’t include social media sources, and is primarily limited to U.S.-based data. Sugar Hint supports data augmentation through demographic, firmographic and personal backgrounds.

Sugar Market also supports the B2C use case requiring high volume transactional email capabilities and, through its integration with Google AdWords, marketers can use machine learning for bidding and keyword optimization. Sugar Market’s integration with Oktopost means that marketers are able to engage with prospect and track interactions as well as analyze the impact of social programs through purchase and loyalty measurements.

Sugar Market offers limited ready-to-go support for the B2B2C use case and relies heavily on CRM integrations made available via open APIs. Lead-scoring models must be used to pass leads to seller networks via CRM, and seller visibility is limited to the data sent via bidirectional workflow to the CRM. Its current customer base doesn’t include many B2B2C customers.

**Zoho**

Zoho’s CRM products are broadly focused on offering a lead management solution with a unified data model to enable sales and marketing collaboration. Lead management is delivered as part of its core CRM platform, and it offers extensive complementary applications, including Zoho MarketingHub, Zoho SalesIQ, Zoho PageSense, Zoho Forms, Zoho Social, Zoho Commerce, Zoho Survey, Zoho Bookings, Zoho Meeting, Zoho Backstage and Zoho Analytics.

Zoho’s customers are balanced across North America, Western Europe and APAC. It provides customer support globally, servicing all time zones.

Zoho predominantly supports B2B use cases in midsize enterprises. It offers integrations to virtual event meeting providers to enable marketers to execute on large-scale virtual events. Zia, Zoho’s AI-powered virtual personal assistant, remains impressive. For example, Zia suggests lead prediction values to determine which leads are most likely to convert based on prior successes. Zia also uses sales lead demographics and firmographics, industry and correspondence preferences to
suggest user assignments based on success of a specific user with certain types of leads. In addition, its comprehensive support of privacy and regulations requirements includes a data privacy tab in each record indicating the data source and identifying sensitive data that can be viewed at the record level or across the entire database.

Zoho’s support of ABM is immature, specifically lacking integrations to third-party ABM platforms and providers. This impacts its ability to orchestrate and build campaign strategies to support account buying teams. In addition, Zoho doesn’t support multiple lead scoring models natively, but this is on its roadmap for 2020.

Zoho also supports the B2C use case. At onboarding, users select the B2C use case, and the system automatically updates the configuration to remove business data points. Its social media integration includes a search component to associate a social profile with the consumer. Zoho Social, Zoho’s brand management solution, enables social post tracking in addition to conversion tracking. Journey mapping triggers can be implemented using time (including hours and days) but doesn’t support triggered follow-up using minutes.

Due to the large number of modules, access to data and insights may be complex for users because they are spread across various applications of the platform. However, customer references provide high ratings for overall experience, including product capabilities, and service and support.

Context

This analysis complements the “Magic Quadrant for CRM Lead Management” and focuses on product capabilities only. Acquiring new customers was and is a top priority for many organizations.

Forty-nine percent of companies report that increasing customer acquisition is their primary objective.¹

Most organizations are reporting the following challenges they are facing currently:

- Organizations that are driven by B2B sales processes are struggling with the new reality of not being able to meet their prospects in person, and pitching their value propositions in an intimate environment.
- Organizations that are driven by B2C sales processes are struggling to manage the different communication channels needed to be on top of prospect identification and early personalization.
- Organizations that are driven by indirect sales or B2B2C processes are moving more toward lead generation and lead qualification processes to support their selling partners with sales-ready and qualified leads.
- Lead management processes are increasingly supporting two very prominent and customer-facing departments: marketing and sales.
Thirty percent of marketers ranked “consistent use of systems” as their top need from their sales teams, and 22% said “better lead follow-up.”

Twenty-three percent of salespeople said that what they need most from their marketing team is “better quality leads,” while 15% ranked “more leads” as their top need.

A solid lead management process needs to make working together to achieve the overall goal of increased sales revenue easier. Measuring business outcomes should not be placed on the marketing team’s performance alone but should include the sales team’s activities as well.

As a consequence, measuring business outcomes must include the impact of a lead on sales and its sales process workflows, as well as how it got identified, nurtured and prequalified by the marketing team.

Product/Service Class Definition

A lead management product can be delivered as a stand-alone lead management technology, or as a set of lead management functionalities that is part of a wider CRM solution. This might incorporate sales force automation (SFA), a multichannel marketing hub (MMH) and a partner relationship management (PRM) application. It interacts with core CRM technologies such as SFA, digital commerce applications and field service CRM technologies, but also customer-service-supporting solutions.

CRM lead management is further defined as to provide the following technology features:

- Lead aggregation
- Lead augmentation and deduplication
- Lead scoring and qualification
- Lead process management
- Multichannel lead management
- Lead nurturing
- Analytics and measurement
- Integration with other applications
Critical Capabilities Definition

Lead Aggregation

Lead input capabilities needed to support both online real-time/near-time processes and offline, batch input of data.

The vendor does not need to provide a database, but the data model and the ability to collect/source data that will be stored in the database is required. Lead aggregation includes the ability to collect, store and segment unqualified leads from campaign management applications, digital marketing applications, web and e-commerce sites, and database and data management applications, and feed those unqualified leads into the lead management application. It should include the ability to remove inactive leads from the database.

It should comprise functionalities specific to ABM that are clearly labeled as such within the platform, including:

- Matching leads to accounts.
- Maintaining separate records for individuals and accounts.
- Collecting and building firmographic, demographic and behavioral history (at both the lead and account level) for individual qualified and unqualified leads as they mature through the lead management application.

Lead Augmentation and Deduplication

Lead augmentation and deduplication is the ability to correct, integrate and store data, but also comes with data cleansing capabilities, such as deduplication and augmentation.

In more detail it should include:

- Correct contact data or append missing or additional information (for example, missing email fields or intent data) to the lead from external sources (Dun & Bradstreet, for example) at time of entry and in batch.
- Integrate and store this information into the lead management database and associate it with the appropriate lead or customer account information.
- Provide integrated data cleansing to eliminate incomplete, redundant or duplicate lead information based on criteria set by the end-user organization.
- Augment a lead with additional collateral or value-add content (such as documents or PDFs, spreadsheets, videos or web-based content) to increase the lead score and the probability to close.
Lead Scoring and Qualification

Scoring and qualification is the ability to create multiple lead qualification and scoring processes using business rules or machine learning, including account and engagement scoring to support ABM.

It is based on criteria such as a campaign, product type, customer segment, lead data fields, estimated customer value, opportunity value or seasonal criteria to create multiple lead and account qualification and scoring processes simultaneously.

Lead Process Management

Lead process management is the ability to create lead management workflows to manage and control the lead life cycle.

This goes from collection to conversion using a graphical or a non-graphical scripting tool that dynamically routes leads through the lead scoring, qualification, nurture, augmentation and distribution processes based on criteria such as geography, estimated value and the status of prior process steps.

It includes account-based marketing functionalities. These criteria should be set by business rules or determined by machine learning predictive models. The output or distribution should pass leads to a sales execution system such as sales force automation, partner relationship management, call/contact center application or digital commerce.

In addition, the lead management system must execute multiple lead management processes and workflows simultaneously within a single instance of the product.

Multichannel Lead Management

Multichannel lead management is the ability to implement a single strategy across multiple channels or platforms, thus maximizing opportunities to interact with prospective customers.

Vendors must support — either natively embedded or through direct connections with third parties — at least three basic lead generation and lead management channels within the same campaign. Furthermore, vendors must support at least one advanced lead management channel.

Basic channels include (core inclusion criteria):

- Email marketing (creation, send and response tracking)
- Websites (personalizing content delivery)
- Web landing pages and microsites
- Social sites (Facebook and LinkedIn, for example)
- Online webinar/conference services
Direct mail marketing management (native embedded or via APIs/partnerships with third-party providers)

Print on demand services (native embedded or via APIs/partnerships with third-party providers)

Advanced channels include (optional inclusion criteria):

- E-commerce sites
- Video/interactive applications
- Tradeshows/seminars/events

Lead Nurturing

Lead nurturing is the ability to manage and control the lead life cycle from collection to conversion.

It should include, at a minimum:

- Maintenance (building a relationship for longer-term sell)
- Execution (selling to the client at an appropriate time later)

Analytics and Measurement

Analytics and measurement is the ability to use integration tools (such as APIs and XML) to transfer data between applications.

This includes both source applications (such as third-party data providers, referral systems and websites) and execution applications (such as sales force automation, contact center and email) to use in closed-loop marketing analysis.

It should include the ability to:

- Generate operational and strategic key performance indicators (KPIs) sufficient to monitor and guide revenue generation, including the ability to provide revenue guidance and insight based on current lead volumes/quality.
- Provide preconfigured reports, management and sales dashboards, metrics and KPIs as a standard (in other words, not custom-designed) part of the application.
- Monitor, access and report on data and attribution stored in the lead management application or in CRM/SFA applications to provide closed-loop marketing analytics.
- Provide real-time graphical representations of data and metrics appropriate for marketing, sales and executive users.
- Support or integrate with mobile devices used by customer-facing sales teams.
Provide AI-related technologies such as machine learning, predictive, or prescriptive analytics. These functions should support other lead management processes, such as journey design, content recommendations and autonomous campaign optimization.

Integration With Other Applications
Integrations with other applications are used to develop, store and maintain content within the context of lead nurturing activities.

This should include:

- Support integration as a standard, documented, supported capability provided by the vendor with a minimum of three of the following:
  - CRM/SFA application
  - Call center/contact center application
  - Digital commerce application
  - Partner relationship management application
  - Web content management system
- Proven functionalities to pass qualified leads on to a sales organization (direct sales, inside sales, call/contact center agents) as an automatic function of the lead management process.
- Proven bidirectional tracking capabilities through CRM/SFA and if possible through PRM (optional requirement) applications, for following up on the status of that lead.

Use Cases

Based on our market research and inquiries with clients, we have devised three use cases that we believe appropriately reflect most of the decisions that organizations need to make when looking at CRM lead management.

**B2B Sales**

Long-cycle B2B selling that requires more than two months to qualify and close.

May include multiple products, and often requires selling to multiple stakeholders. Short-cycle B2B selling includes deals that are expected to be qualified and closed in less than two months, and often involve a single product.

Industries with B2B sales use cases include:

- Enterprise software
- Outsourcing contracts
- Engineering projects
- Professional services selling enterprisewide service contracts
- Manufacturers selling to distributors or wholesalers
- Business software vendors selling to SMBs or to individual business departments
- SMB professional services, such as IT services
- Short-haul logistics and shipping

**B2C Sales**

Direct sales of highly considered products directly to individuals or consumers.

Industries with long-cycle B2C sales use cases include:

- Wealth management
- Personal banking
- Life insurance
- Staffing and recruiting agencies
- Personal services (such as gym memberships)
- Telecommunications (such as mobile or broadband services)
- Utilities

**Indirect Relationship Sales**

Indirect relationship sales use cases are B2B2C processes where sales resources interact with influencers to pull through demand with direct sales channels and end customers.

Industries with indirect/relationship sales use cases include:

- Life sciences
- Automotive
- Property insurance
- Health insurance
- Casualty insurance
- Consumer goods
Vendors Added and Dropped

**Added**
Freshworks
Microsoft
Resulticks

**Dropped**
The following vendors were dropped from this body of research based on a combination of factors, including shifts in evaluation criteria that made a vendor’s solution less relevant to this market, shifts in vendor focus or strategy, or a lack of consideration of a vendor’s solution among competitive offerings:

Mautic (Acquia)
Impartner
X2Engine

**Honorable mentions**
Several vendors in the CRM lead management market provide relevant capabilities but did not meet the inclusion criteria for this body of research.

The following may be worth considering:

Acquia
Infor
Insightly
Pipedrive

**Inclusion Criteria**
To qualify for inclusion in this Critical Capabilities and its companion Magic Quadrant, Gartner focused on vendors that offer the most relevant and compelling lead management solutions. As of 30 April 2020, each vendor needed to demonstrate that it had the following:

- Proven ability to deliver lead management application functionality as defined in the Technology section of the Magic Quadrant.
Revenue from lead management software of at least $25 million during the calendar year 2019.

A minimum of **10 new customers (not new contracts sold to an existing client)** that had deployed its lead management application in a production implementation in the past 12 months (vendors were asked to list these 10 on the vendor survey)

The ability to satisfy two out of the three most common sales methodologies (for definition details, please refer to Note 1):

- **B2B (business to account)** — Each vendor is asked to list three customers in the vendor survey.
- **B2C (business to consumer)** — Each vendor is asked to list three customers in the vendor survey.
- **B2B2C indirect sales (business to resell partner to end customer)** — Each vendor is asked to list three customers in the vendor survey.

A sales and customer support presence in a minimum of three of the following regions: North America, Latin America, EMEA, Asia/Pacific.

An ecosystem of partners (minimum 30) that can provide technology extensions or services such as system integration (SI) services, third-party applications, digital agency services, or consulting and implementation services

Demonstrable vendor business viability; for example, through several years of revenue growth, or outside funding such as venture capital, private equity or other sources of investment.
Table 1. Weighting for Critical Capabilities in Use Cases

<table>
<thead>
<tr>
<th>Critical Capabilities</th>
<th>B2B Sales</th>
<th>B2C Sales</th>
<th>Indirect Relationship Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Aggregation</td>
<td>10%</td>
<td>25%</td>
<td>30%</td>
</tr>
<tr>
<td>Lead Augmentation and Deduplication</td>
<td>25%</td>
<td>1%</td>
<td>10%</td>
</tr>
<tr>
<td>Lead Scoring and Qualification</td>
<td>25%</td>
<td>8%</td>
<td>1%</td>
</tr>
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<td>Lead Process Management</td>
<td>25%</td>
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<td>7%</td>
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<td>Multichannel Lead Management</td>
<td>3%</td>
<td>25%</td>
<td>5%</td>
</tr>
<tr>
<td>Lead Nurturing</td>
<td>5%</td>
<td>25%</td>
<td>2%</td>
</tr>
<tr>
<td>Analytics and Measurement</td>
<td>4%</td>
<td>5%</td>
<td>20%</td>
</tr>
<tr>
<td>Integration With Other Applications</td>
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<td>6%</td>
<td>25%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Gartner (August 2020)
This methodology requires analysts to identify the critical capabilities for a class of products/services. Each capability is then weighed in terms of its relative importance for specific product/service use cases.

Critical Capabilities Rating

Ratings and summary scores range from 1.0 to 5.0:

1 = **Poor or Absent**: most or all defined requirements for a capability are not achieved

2 = **Fair**: some requirements are not achieved

3 = **Good**: meets requirements

4 = **Excellent**: meets or exceeds some requirements

5 = **Outstanding**: significantly exceeds requirements
### Table 2. Product/Service Rating on Critical Capabilities

<table>
<thead>
<tr>
<th>Critical Capabilities</th>
<th>Acoustic</th>
<th>Act-On</th>
<th>Adobe</th>
<th>Creatio</th>
<th>CRMNEXT</th>
<th>Freshworks</th>
<th>HubSpot</th>
<th>Microsoft</th>
<th>Oracle</th>
<th>Pega</th>
<th>Resulticks</th>
<th>Salesforce</th>
<th>SAP</th>
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<tr>
<td>Lead Aggregation</td>
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<td>3.2</td>
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</tr>
</tbody>
</table>

*As of July 2020*

Source: Gartner (August 2020)
Table 3 shows the product/service scores for each use case. The scores, which are generated by multiplying the use-case weightings by the product/service ratings, summarize how well the Critical Capabilities are met for each use case.
Table 3. Product Score in Use Cases

<table>
<thead>
<tr>
<th>Use Cases</th>
<th>Acoustic</th>
<th>Act-On</th>
<th>Adobe</th>
<th>Creatio</th>
<th>CRMNEXT</th>
<th>Freshworks</th>
<th>HubSpot</th>
<th>Microsoft</th>
<th>Oracle</th>
<th>Pega</th>
<th>Resulticks</th>
<th>Salesforce</th>
<th>SugarCRM</th>
<th>Zoho</th>
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<tr>
<td>B2B Sales</td>
<td>2.99</td>
<td>2.97</td>
<td>4.13</td>
<td>4.01</td>
<td>2.96</td>
<td>2.84</td>
<td>4.04</td>
<td>3.79</td>
<td>4.17</td>
<td>3.91</td>
<td>2.86</td>
<td>4.11</td>
<td>4.02</td>
<td>3.42</td>
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<tr>
<td>B2C Sales</td>
<td>3.90</td>
<td>3.88</td>
<td>3.34</td>
<td>3.66</td>
<td>3.83</td>
<td>3.01</td>
<td>3.85</td>
<td>3.31</td>
<td>3.73</td>
<td>3.75</td>
<td>3.73</td>
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<td>3.58</td>
<td>3.69</td>
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<td>Indirect Relationship Sales</td>
<td>3.33</td>
<td>3.23</td>
<td>3.45</td>
<td>3.64</td>
<td>N/A</td>
<td>2.95</td>
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<td>N/A</td>
<td>3.78</td>
<td>3.71</td>
<td>3.06</td>
<td>3.55</td>
<td>3.58</td>
<td>3.42</td>
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</tbody>
</table>

As of July 2020

Source: Gartner (August 2020)
To determine an overall score for each product/service in the use cases, multiply the ratings in Table 2 by the weightings shown in Table 1.

### Acronym Key and Glossary Terms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Key and Glossary Terms</th>
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</thead>
<tbody>
<tr>
<td>ABM</td>
<td>account-based marketing</td>
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<tr>
<td>AI</td>
<td>artificial intelligence</td>
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<tr>
<td>BI</td>
<td>business intelligence</td>
</tr>
<tr>
<td>CRM</td>
<td>customer relationship management</td>
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<tr>
<td>KPI</td>
<td>key performance indicator</td>
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<td>ML</td>
<td>machine learning</td>
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<tr>
<td>PRM</td>
<td>partner relationship management</td>
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<tr>
<td>SDR</td>
<td>sales development representative</td>
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<td>SFA</td>
<td>sales force automation</td>
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</table>

**Gartner Recommended Reading**

*Some documents may not be available as part of your current Gartner subscription.*

“How Products and Services Are Evaluated in Gartner Critical Capabilities”

“Magic Quadrant for CRM Lead Management”

“What Application Leaders Need to Know About CRM Lead Management Applications”

**Evidence**


**Note 1 Differences Between B2C and B2B Lead Management**

B2B lead generation caters to business enterprises and corporations; B2C lead generation caters to individual consumers. Though many people might think that enterprises are also consumers — because they are, in essence, made up of individual people who make the decisions — these types of lead generation approaches differ wildly in their tactics. As customers, both have slightly different requirements when it comes to building a relationship with brands.

Key differences between marketing automation/B2C and lead management/B2B include:
• **The sales cycle length:** Investments made in B2B lead generation are often more elaborate because contracts with businesses are usually much larger than contracts made with consumers.

• **Unique content:** B2B customers are usually more knowledgeable because they tend to do a lot more research before making a purchase than B2C customers. This means that they typically require more valuable content, including free case studies, infographics and white papers, to nudge them along the sales funnel.

• **Audience scope:** B2C lead generation initiatives often cater to a broad audience. Unlike in B2B, where the decision rests with top management, everyone is a customer with purchasing power in B2C.

• **Social media:** B2B marketers can leverage LinkedIn to reach decision makers and influencers in the business realm. As for B2C, their audience is everywhere on social media, so it makes sense to be highly visible in the top-three platforms: Facebook, Twitter and YouTube.

• **Main challenge:** While both B2B and B2C lead generation aim to result in a sale, their main goals are quite different. B2C tries to attract customer attention in the middle of a highly saturated market. A good B2B lead generation campaign attempts to build a personal relationship with prospects based on trust, so that when they are ready to make a purchase decision, your brand is the first thing that comes to mind.

• **How products are sold:** B2B clients often make purchases from people they know personally or from individuals with whom they’ve built a professional relationship. B2C products and services make sales through price perception and quality.

• **Customers’ reactions upon receiving unsolicited calls:** Professional calls, even when unsolicited, are often expected during business hours in B2B. These calls often include requests for presentations or a casual drop-in at the office to deliver some materials for future reference. These are all part of the job. However, for B2C clients, unsolicited calls are often viewed as an invasion of their privacy. This is why B2C marketers rely more on permission marketing techniques to reach out to their audiences.

• **Price:** When B2B clients respond, they often have the intention of making a purchase within an allocated budget. In B2B, lowest price guarantee is an expectation, not a bonus. As for B2C clients, getting the lowest price guarantee is crucial as they are, in essence, spending their own money (not to mention the fact that there are probably many other competitive offers available).

• **Product knowledge:** B2B marketers deal directly with decisions makers who might have follow-up questions or concerns that need to be addressed right away. As for B2C marketers, product knowledge is also necessary. However, piquing the customer’s interest is usually enough to get the ball rolling.

• **Interaction:** B2C deals with individuals who make the purchase decisions. On the other hand, B2B marketers often face teams within a company, and this involves meeting the demands and specific needs of multiple groups of people that may influence the decision-making process.
**Bottom line:** While B2B and B2C share the same goal of improving the sourcing of new customers, the approaches required to address a prospect’s needs are different.

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**Critical Capabilities Methodology**

This methodology requires analysts to identify the critical capabilities for a class of products or services. Each capability is then weighted in terms of its relative importance for specific product or service use cases. Next, products/services are rated in terms of how well they achieve each of the critical capabilities. A score that summarizes how well they meet the critical capabilities for each use case is then calculated for each product/service.

"Critical capabilities" are attributes that differentiate products/services in a class in terms of their quality and performance. Gartner recommends that users consider the set of critical capabilities as some of the most important criteria for acquisition decisions.

In defining the product/service category for evaluation, the analyst first identifies the leading uses for the products/services in this market. What needs are end-users looking to fulfill, when considering products/services in this market? Use cases should match common client deployment scenarios. These distinct client scenarios define the Use Cases.

The analyst then identifies the critical capabilities. These capabilities are generalized groups of features commonly required by this class of products/services. Each capability is assigned a level of importance in fulfilling that particular need; some sets of features are more important than others, depending on the use case being evaluated.

Each vendor’s product or service is evaluated in terms of how well it delivers each capability, on a five-point scale. These ratings are displayed side-by-side for all vendors, allowing easy comparisons between the different sets of features.

Ratings and summary scores range from 1.0 to 5.0:

1 = Poor or Absent: most or all defined requirements for a capability are not achieved

2 = Fair: some requirements are not achieved

3 = Good: meets requirements

4 = Excellent: meets or exceeds some requirements

5 = Outstanding: significantly exceeds requirements

To determine an overall score for each product in the use cases, the product ratings are multiplied by the weightings to come up with the product score in use cases.
The critical capabilities Gartner has selected do not represent all capabilities for any product; therefore, may not represent those most important for a specific use situation or business objective. Clients should use a critical capabilities analysis as one of several sources of input about a product before making a product/service decision.
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